



People Places Employment Governance

Development Process Committee: Gartner Strategic Assessment Update

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Strategic Plan to Facilitate the Economic Success of Fairfax County
Improve the Speed, Consistency, and Predictability of the Development Review Process

Economic Success



Preface

- In early 2015, Fairfax County contracted with Gartner Consulting to assist in a comprehensive review of Fairfax County's land development processes. In the context of Gartner's work, land development processes include everything from plan amendments and zoning through bond release. Land development staff includes employees who review plans, permits, development proposals, construction, and related materials. These employees work in the Department of Public Works and Environmental Services, Department of Planning and Zoning, Department of Code Compliance, Department of Transportation, Office of Community Revitalization, Office of the Fire Marshal, Fairfax County Park Authority, and the Fairfax County Health Department.
- In February 2015, Gartner Consulting began interviews with more than 400 public and private sector people engaged in land development in Fairfax County. These interviews revealed many strengths, weaknesses, opportunities and threats associated with the current processes and identified possible opportunities for improving the speed, consistency, and predictability of the land development processes, furthering Goal Three of the Strategic Plan to Facilitate the Economic Success of Fairfax County. Gartner's assessment of processes can be found in the Current State Assessment.
- To facilitate discussions on County process improvements, Gartner identified practices in other jurisdictions that have avoided or overcome similar challenges. That information is available in the Jurisdictional Comparison Document.
- Using the Current State Assessment and Jurisdictional Comparisons, Fairfax County and Gartner began developing a vision for improvement that addresses current challenges while taking advantage of new opportunities, including technology, to provide high-quality services to County residents and businesses. While the goals are improved speed, consistency, and predictability, it is important emphasize that our core values of safety, quality development. and community engagement remain paramount.
- The vision for improvement outlines 29 tactical recommendations. These recommendations were developed using Gartner's research through a series of facilitated discussions involving staff from the land development agencies. Seven of the recommendations were identified as urgent enough to begin immediately. These efforts are known as the "Top Seven Initiatives."
- The implementation of some tactical recommendations is underway now. Some tactical recommendations will require further discussion and "road-mapping" to identify the steps necessary for implementation. The roadmapping efforts are anticipated to occur during Summer 2016. Additional details of implementation will be identified during roadmapping and adjustments may occur in order to implement the most appropriate solution.
- We will communicate consistently with the Board of Supervisors, staff, the community, and the development industry as this work continues.

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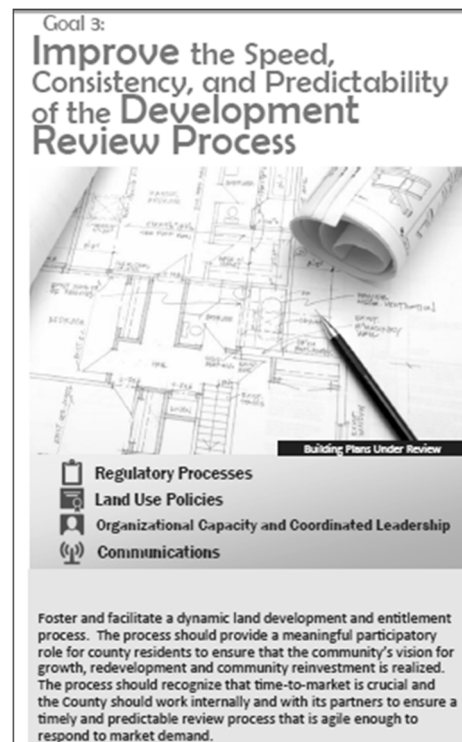
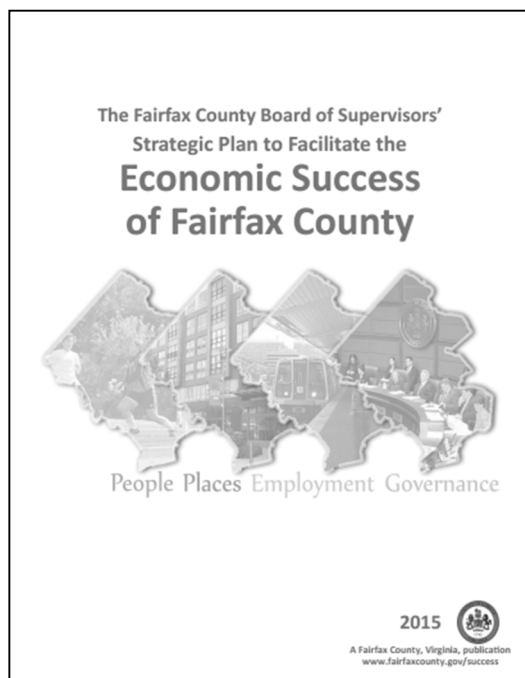
Strategic Plan to Facilitate the Economic Success of Fairfax County

Economic Success



Context of Gartner's Assessment

- Gartner's strategic assessment is aimed at enabling Fairfax County to achieve economic success through implementation of its Strategic Plan, specifically Goal 3: Improve the Speed, Consistency, and Predictability of the Development Review Process.



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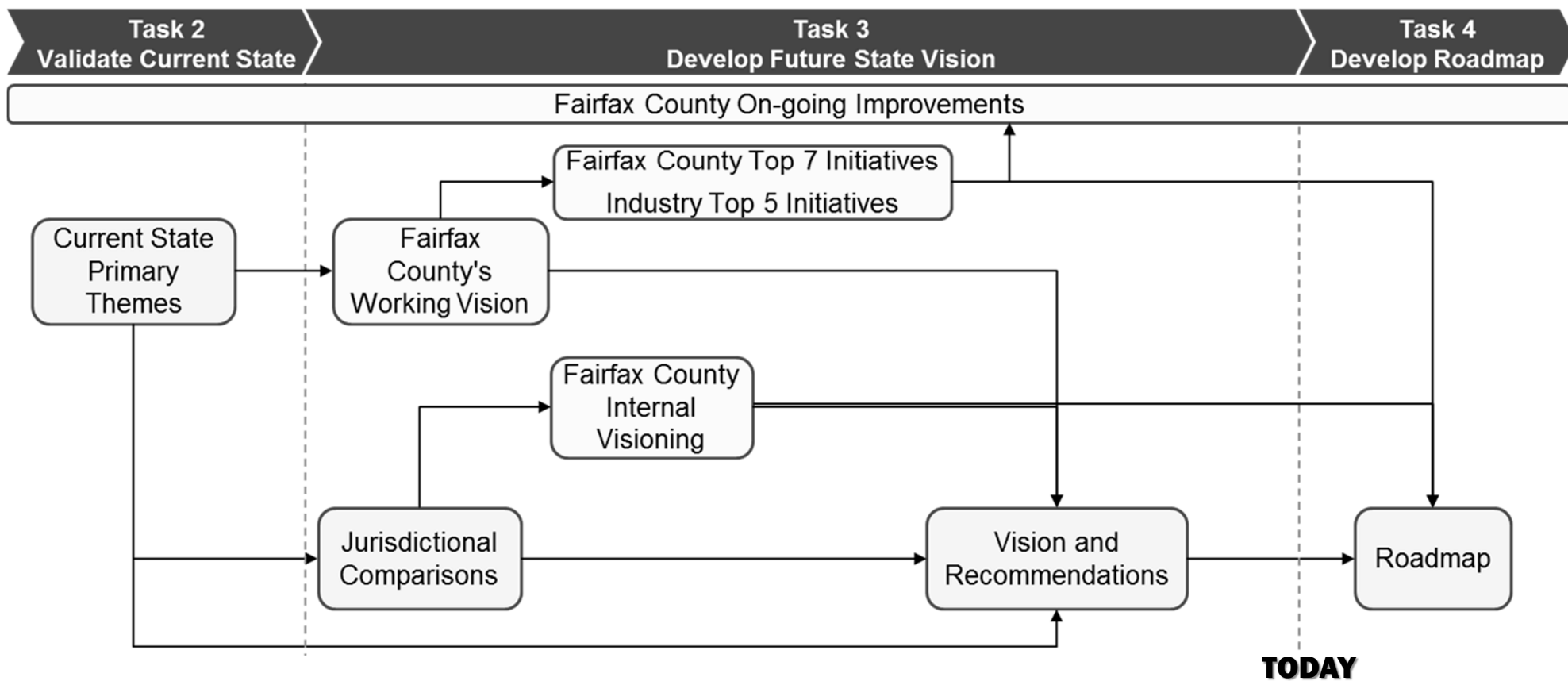


Improve the Speed, Consistency, and Predictability of the Development Review Process

Economic Success



Gartner's Approach



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Gartner's Current State Assessment

Seven Themes from the Gartner Current State Assessment (December 2015)

These are the challenges that prevent Fairfax from providing the level or quality of service that we aspire to provide to our constituent customers

Primary Themes

1. The land development process has become increasingly adversarial over time
2. Cultural issues impair efficient customer service and effective service delivery
3. Fairfax County operates in silos, which limits ability to effectively communicate and coordinate with one another
4. Complexities and inconsistencies with land use and development policies and regulations hamper predictability and efficiency of service delivery
5. Variations throughout the process hamper predictability and efficiency of service delivery
6. Aging, non-integrated technology systems exacerbate process and customer service issues
7. Metrics do not fully measure quality and actual workload or priorities

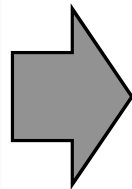
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Vision Statement and Elements

- The vision statement and attributes shown below describe the future of land use and development services to achieve the Economic Success Goals.
- The subsequent slides provide recommendations for achieving each of the vision elements.

“Improve the Speed, Consistency and Predictability of the Development Review Process while

- 1) Maintaining a meaningful participatory role for county residents**
- 2) Recognizing that time-to-market is crucial**
- 3) Understanding the importance of agility in responding to market demand**
- 4) Providing high-quality services that ensure public safety and create desirable places to live, work, and play”**



Vision Elements: “In the future, Fairfax County will have...”

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| 1. A customer-centric, culturally integrated development services function |
| 2. A problem-solving culture based on collaboration and accountability |
| 3. A clear, predictable, and measurable land development process |
| 4. The agility to respond to market demand and meet defined service levels |
| 5. Codes and ordinances that are agile, easy to use, consistent, and support modern development patterns |
| 6. Integrated technology that enables seamless customer and staff interactions, and supports land use and development operations |
| 7. Engaged staff that have the knowledge, resources, support and morale to effectively perform the work |

Vision Element 1

A customer-centric, culturally integrated development services function

Strategic Recommendation

Provide a seamless, coordinated, consistent and efficient “One Fairfax” services organization.

Tactical Recommendation	Next Step
1-1 Establish a parallel leadership function to implement strategic recommendations and to manage and drive continuous improvement	Underway
1-2 Integrate services through appropriate strategic organizational alignments to better enable customer-centric service delivery	Roadmapping
1-3 Evaluate a physical and virtual One-Stop shop customer service center to decrease handoffs and bolster efficiency	Roadmapping
1-4 Expand project management functions and philosophy to expedite service delivery	Underway Roadmapping

Opportunity to Address Current State Challenges

3 – Fairfax County operates in silos, which limits the ability to effectively communicate and coordinate with one another

Vision Element 2

A problem-solving culture based on collaboration and accountability

Strategic Recommendation

Create a framework to engage all stakeholders in addressing current and future development services challenges.

Tactical Recommendation	Next Step
2-1 Create a Development Advisory Commission comprised of industry, citizens, and staff to formalize collaboration and communication amongst stakeholders	Roadmapping
2-2 Implement communications and outreach program to promote a culture of cooperation and problem-solving	Underway
2-3 Develop a recognition and incentives program that rewards high performing customers	Roadmapping

Opportunity to Address Current State Challenges

- 1 – The land development process has become increasingly adversarial over time
- 2 – Cultural issues impair efficient customer service and effective service delivery

Vision Element 3

A clear, predictable, and measurable land development process

Strategic Recommendation

Implement streamlined customer-oriented, outcome driven processes that standardize guidelines and simplify understanding of land development requirements.

Tactical Recommendation	Next Step
3-1 Develop a future state customer-centric service delivery model to improve process predictability	Underway
3-2 Define metrics to measure service delivery quality and timelines, and establish achievable service levels with customers	Underway
3-3 Identify best practices for citizen engagement and participation in the review process to be shared across magisterial districts	Roadmapping
3-4 Educate stakeholders on processes, requirements and guidelines to ensure consistent understanding	Underway

Opportunity to Address Current State Challenges

- 1 – The land development process has become increasingly adversarial over time
- 5 – Variations throughout the process hamper predictability and efficiency of service delivery
- 7 – Metrics do not fully measure quality and actual workload or priorities

Vision Element 4

The agility to respond to market demand and meet defined service levels

Strategic Recommendation

Develop measurable service levels with industry and implement mechanisms to balance capacity with changes in market demand.

Tactical Recommendation	Next Step
4-1 Identify capacity management options (overtime, new hires, outsourcing, etc.) to increase agility to respond to demand fluctuations	Roadmapping
4-2 Formalize a continuous improvement program to identify and implement process efficiency measures	Underway Roadmapping
4-3 Establish a blended or enterprise funding model that is supported by industry to finance maintenance and improvement of service levels	Roadmapping

Opportunity to Address Current State Challenges

5 – Variations throughout the process hamper predictability and efficiency of service delivery

Vision Element 5

Codes and ordinances that are agile, easy to use, consistent, and support modern development patterns

Strategic Recommendation

Revise codes and ordinances to ensure relevance and agility to respond to evolving and urbanizing development patterns.

Tactical Recommendation	Next Step
5-1 Perform diagnostic review of the Zoning Ordinance to determine its ability to meet modern needs	Underway Roadmapping
5-2 While the diagnostic review is performed, continue to manage and improve the current Zoning Ordinance and supporting processes	Underway
5-3 Reinforce the purpose of the Comprehensive Plan as a long-range guideline rather than a site-specific regulatory document	Roadmapping
5-4 Reestablish the PFM as a design guideline rather than regulation	Roadmapping
5-5 Improve proffer process to foster consistency, traceability, and enforceability	Underway Roadmapping
5-6 Establish an integrated research and development group, and an amendment process to ensure the ordinances and regulations are updated and responsive to evolving community priorities and market opportunities	Roadmapping

Opportunity to Address Current State Challenges

4 – Complexities and inconsistencies with land use and development policies and regulations hamper predictability and efficiency of service delivery

Vision Element 6

Integrated technology that enables seamless customer and staff interactions, and supports land use and development operations

Strategic Recommendation

Identify, prioritize, implement, and manage technologies to support industry, community, and staff needs in an integrated manner.

Tactical Recommendation

Next Step

6-1 Develop integrated IT governance and management for land development services

Underway

6-2 Develop an integrated strategic IT plan for land development services

Underway

6-3 Develop a single modernized land use and development system

Underway

6-4 Create unified, customer-oriented informational land development services web sites

Roadmapping

6-5 Leverage social media technology to communicate with customers and citizens

Underway

Opportunity to Address Current State Challenges

- 3 – Fairfax County operates in silos, which limits the ability to effectively communicate and coordinate with one another
- 6 – Aging, non-integrated technology systems exacerbate process and customer service issues

Vision Element 7

Engaged staff that have the knowledge, resources, support and morale to effectively perform the work

Strategic Recommendation

Implement an integrated training program and establish opportunities for career growth with commensurate recognition and incentives to develop, attract, and retain top talent.

Tactical Recommendation	Next Step
7-1 Develop and implement the Joint Training Academy	Underway
7-2 Expand staff mentoring across land use and development agencies	Roadmapping
7-3 Develop a compensation model including incentives that rewards performance and promotes accountability	Roadmapping
7-4 Establish career growth and promotion opportunities and remove impediments	Roadmapping

Opportunity to Address Current State Challenges

- 2 – Cultural issues impair efficient customer service and effective service delivery
- 5 – Variations throughout the process hamper predictability and efficiency of service delivery



Improve the Speed, Consistency, and Predictability of the Development Review Process



Next Steps

Meetings with Departments and Discussions with Industry

- Early June

Task Four: “Roadmapping” by Gartner

- Summer 2016

Implementation Update at Next Development Process Committee Meeting

- To Be Determined

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